

DD/A Registry

File Training

25 August 1977

MEMORANDUM FOR: DDA - Mr. Malanick

DDI - Mr. Stevens

Mr. Walsh

DDS&T - Mr. Dirks

Mr. Zellmer

DDO - Mr. Wells

Mr. Shackley

D/DCI/NI - Mr. Bowie

AD/DCI/IC - Mr. McMahon

In connection with the study of the Center for the Study of Intelligence which I am conducting for the Acting DDCI and the Director of Training, I should like to consult with you, at this time particularly about your evaluation of the Center's performance in the three years since its establishment.

For reference I attach (1) [REDACTED] of 22 July 1974 on the establishment of the Center, and (2) Acting DDCI's memorandum of 21 July 1977 on the program of the Center. The latter may have sparked some reaction within your Directorate to the relationship that exists between the Directorates and Center at present, and the nature of considerations that apply to the selection of Intelligence Fellows and of topics for study. On these subjects as well I would appreciate the benefit of candid comment.

I would like, if possible, to complete this stage of my study between Monday, 29 August and Thursday, 8 September. My secretary will be calling your office to arrange suitable times for our meetings. I would very much like to consult with both the Deputy Director and the Associate Deputy Director in each case, together or separately as you prefer; 30 minutes would be sufficient time for each meeting.

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This Notice Expires 1 July 1975

TRAINING

22 July 1974

# ESTABLISHMENT OF THE CENTER FOR THE STUDY OF INTELLIGENCE

1. A Center for the Study of Intelligence has been established within the Intelligence Institute of the Office of Training.

2. The principal mission of the center will be to foster rigorous and systematic inquiry into the purposes and processes of intelligence. To achieve this goal the center will sponsor two programs. The first program will consist of a research and study on intelligence theory and doctrine, the place of intelligence in American society, methods and patterns of intelligence organization, and other such fundamental issues. The second program will consist of a series of discussion groups designed to explore selected issues, more process related than substantive, of importance to the Agency's current and future missions.

3. The permanent staff of the center will be provided by the Office of Training but there will be opportunities for other personnel to participate in the research and study program as fellows in intelligence according to procedures to be announced. Participation in the discussion group programs will be at the invitation of the Director of Training.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

HAROLD L. BROWMAN  
Deputy Director  
for  
Management and Services

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Executive Registry

77-5175

MEMORANDUM FOR: Acting Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology

FROM: John F. Blake  
Acting Deputy Director of  
Central Intelligence

SUBJECT: The Program of the Center for the Study  
of Intelligence

1. The Center for the Study of Intelligence, established three years ago, sponsors a dual program of intelligence studies and discussions designed to illuminate the processes and functions of intelligence. Its objective is to contribute to the professional understanding and to the record of the art of intelligence. To this end, it distributes the results of its research projects and seminar discussions throughout the Agency, and occasionally to some other components of the U.S. Government.

2. The Center's contribution has been worthwhile in my judgment, and its continued programs deserve your strong support. Research projects at the Center are undertaken by "Intelligence Fellows"--volunteer officers on full-time detail to the Center for periods ranging from a few weeks to one year, depending upon the nature of the projects under study. For the Center to continue its high caliber of work, it needs a continuing flow of our most capable officers working on genuinely vexing intelligence problems that require considerable delicacy of handling. Officers of sound judgment should be able to treat sensitive issues with a maturity that commands respect, whether or not we all agree with the conclusions of their research and study.

3. I am taking this opportunity to request your personal cooperation in suggesting bold and imaginative studies of salient problems which the Center might undertake and in identifying good potential "Intelligence Fellows" to carry out such studies. The Center can be reached on extension [REDACTED]

/s/John F. Blake

John F. Blake

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DD/A 77-4862  
30 AUG 1977

MEMORANDUM FOR: Director of Training  
FROM : Michael J. Malanick  
Acting Deputy Director for Administration  
SUBJECT : The Program of the Center for the Study  
of Intelligence  
REFERENCE : Memo to A/DDA, DD/I, DD/O and DD/S&T,  
frm A/DDCI dtd 25 Jul 77, same subj

1. The Directorate of Administration has no nominations for officers to the Center.

2. The Office of Data Processing suggests the following projects:

a. The cost effectiveness of automation as an aid in the intelligence production function.

b. The process of integrating "soft" information with "hard" facts in analysis.

c. The value of ADP techniques in the manipulation and correlation of data in the analytical process.

d. The effect of Organizational instability and uncertainty on the quality (accuracy) of estimates.

e. The effects of policy and political decisions on objective reporting (collection) and estimation (production).

It is requested that you contact the Deputy Director for Processing on extension [REDACTED] for further information on their project nominations.

/s/ Michael J. Malanick

Michael J. Malanick

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